# TUCSON POLICE DEPARTMENT STRATEGIC PLAN

2005-2010



READY TO PROTECT PROUD TO SERVE

**APRIL 2005** 

### **TABLE OF CONTENTS**

### **PAGE**

Chief's Forward2
Process & Purpose3
Implementation & Evaluation5
Environment6
Organization8
Strategic Directions & Objectives9
Strategic Direction 1: Reduce, Solve & Prevent Crime11
Strategic Direction 2: Improve Quality of Life Issues16
Strategic Direction 3: Provide Excellent Service18
Strategic Direction 4: Strengthen Communication20
Strategic Direction 5: Achieve Organizational Excellence23
Strategic Direction 6: Enhance Facilities32



### **CHIEF'S FORWARD**



The Tucson Police Department Strategic Plan 2005-2010 serves as a guide, charting the department's future over the next five years. Many people have helped us develop the directions set forth in this plan. In late 2004, a group of department employees came together to create a process that would steer the department's direction into the next decade. As a result of this process, both members of the department and interested community members provided us with invaluable information. I would like to thank both groups for their candor and desire to improve the Tucson Police Department.

The input we received was distilled into achievable and realistic strategies for the department to implement. This plan furthers our information-based community policing approach to combating crime and improving the quality of life throughout the city of Tucson. As an

outcome of citizen input, many of the strategies set forth in this document establish a high standard of customer service and performance.

Through this plan, new crime-fighting strategies will be deployed to make Tucson safer. Also, we are transitioning our domestic security planning and training into a core operation. Advancements in technology will continue to change the way we do business and new facilities will be built to support our growth.

Reducing crime and improving our community is only possible when we all work together. I ask that Tucson Police Department employees familiarize themselves with this plan and become involved in our annual strategic planning process. I also ask that you look for ways to perform your jobs more effectively with an emphasis on providing professional service. I expect department members to continue, if not increase, their interactions with community members and encourage their involvement in making Tucson a safe city.

As we implement this plan, we will continue to rely on constructive feedback from our employees and our community members. To ensure that the strategies outlined in this plan are fulfilled, assignments are noted by each strategy along with the fiscal year during which work is expected to begin. A number of the strategies can be accomplished using our existing resources, but some require additional funding. Those requiring additional funding are indicated as such and they may be deferred until funding becomes available. To ensure that we are accomplishing our objectives, each strategy will be tracked using a work plan. Strategic planning is a continuous, evolving process, therefore the work plan will be flexible enough to accommodate change yet rigid enough to maintain accountability.

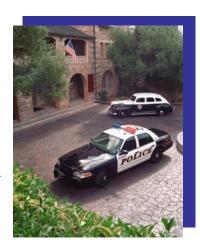
Because much can change over a five-year period, this document will be reviewed and updated on an annual basis to ensure we continue to move in the direction desired by both community members and employees. Although I am responsible for implementing this plan, its strategies can only be accomplished with open lines of communication and with your support. Through our combined efforts, we can continue to move towards achieving our goal of being the best police department in the country.

Sincerely,	

### THE PROCESS AND PURPOSE

Richard Miranda Chief of Police

An essential part of formulating this Five-Year Strategic Plan was obtaining input from both community members and department employees. Department teams divided this effort into the two respective groups. The data was gathered and analyzed. A thorough review of the responses indicated that there were many common themes present. While respondents may have worded their individual answers differently, the point that they were making was the same. Therefore, these common themes were identified along with the number of responses associated with each theme. These themes were then used to assist in developing strategic objectives that serve as the core of this five-year Strategic Plan.



#### **Community Input**

The purpose of this effort was to gather information from the community on the department's response to crime, communication effectiveness, customer service, and community needs. Community members completing the survey either through the mail or through the department's web site totaled 161 and 74 community members participated in the focus groups.

The following questions were included in the survey and served as the discussion topics at the public input sessions:

- 1. What challenges will the Tucson Police Department face in the future (e.g. technology, populations, growth, types of crime)?
- 2. What changes would you like to see the Department make in the future?
- 3. How do you rate the safety of someone walking in your neighborhood? (Rate using a scale of Very Safe, Mostly Safe, Safe, Somewhat Safe, Unsafe.)
- 4. Rate the Tucson Police Department's effectiveness regarding the enforcement of traffic laws. (On a scale of 1-5 with 1 being not effective and 5 being very effective.)
- 5. If the Department could make one significant change immediately, what should it be?

The following list indicates the specific channels by which input was received. The numbers of responses from participants for each input type are also shown:

Online survey through the TPD web site Surveys mailed out to neighborhood associations	26 responses 135 responses
Public Input Sessions	
Operations Division South – 11/09/2004	10 participants
Operations Division Midtown - 11/09/2004	16 participants
Operations Division West – 11/10/2004	8 participants
Operations Division East - 11/11/2004	10 participants
Operations Division Downtown – 11/15/2004	20 participants

### **Employee Input**



An internal written survey was sent to all department sworn and non-sworn supervisors and commanders. Completion of the survey was mandatory. In addition, a ten- percent cross-section of the sworn and non-sworn line department members was chosen at random for mandatory completion of the survey. Line personnel not chosen for mandatory completion were invited to voluntarily complete the survey. In all, 374 employees participated in this process. The purpose of these efforts

was to gather information on the department's organizational environment, staffing, workload, and internal needs.

The breakdown of participants is as follows:

Sworn commanders: 46

Civilian managers, senior analysts, legal advisors: 16

Sergeants: 114

Civilian supervisors: 26

Detectives: 21

Non- Sworn line personnel: 60

Officers: 91

Of those participating, 108 of the respondents were female, and 266 were male. Four were Asian, ten were African American, 74 were Hispanic, seven were Native American, and 279 were white. Slight variations in these numbers occurred because of occasional cases of missing data.

#### **Additional Information Gathering**

Efforts were also coordinated to gather information about the Investigative Services Bureau needs. Every section within the bureau was queried as to their needs and issues that effect their investigations. This work resulted in a very detailed report that is incorporated in this plan.

A department committee was established last year to research innovations in law enforcement in the areas of training, technology, policy, management, and any other areas that could enhance service delivery. The results of this committee's work are also included in this plan.

#### **Department Review**

On December 8, 2004, results of both the employee and community input processes were reviewed in a meeting with all department commanders and section heads present. At this meeting, division commanders were given notebooks consisting of the detailed results and were charged with submitting strategic objectives upon reviewing the results with their respective employees. This strategic plan reflects their work.

### **IMPLEMENTATION & EVALUATION**

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

-Aristotle.

This Strategic Plan is a fluid document that will guide the thinking and actions of the Tucson Police Department over the next five years. So that this document serves as an essential tool rather than something that sits on a shelf, it will be updated annually by gathering input from employees, partners, and community members.

The department's mission and values serve as the basis for the six strategic directions set forth in this plan. Each strategic objective is broken down by objectives. From these objectives come the strategies. These strategies are specific and set the framework for a project or program that take words on a page and turn them into action items. Initiatives will be evaluated on their successes in addition to any set backs. Successful strategies will be institutionalized within the department so



that they have a lasting effect on how the department operates.

Each objective is accompanied with a target start date along with a notation about funding. Unfunded objectives will serve to guide future budget processes. Although some objectives are dependent upon funding, many are not. This allows the department to make changes and improve services at the onset of the adoption of this plan.

Limited resources demand that the department focus its energy and direction on these strategic directions. Consequently, this plan does not cover everything that needs to be accomplished but instead places focus on priority areas. The fluid nature of this plan allows for annual updating so that it reflects new priorities as events, needs, or issues so indicate. A tracking system will ensure there is progress on this plan and each future plan will contain a list of accomplishments from the previous year's plan.

The department's mission and values guide efforts undertaken in this plan. In order to emphasize other essential operational practices, a listing of Guiding Principles, discussed later in this document, also provide the basis for how each objective should be addressed.



When reviewing this plan, it is important to view it as an overarching guide over other more detailed plans such as the Facilities Plan, the Staffing Plan, and the department's Technology Plan. These plans contain information that is more specific and therefore do not compete with this five-year strategic plan, but serve as supplementary information. Annually, these documents

### THE ENVIRONMENT

will also be updated so that the strategic direction of the department is cohesive.



The Tucson Police Department provides police services to the city of Tucson, the 30<sup>th</sup> largest city in the nation, with an estimated population of 528,106 covering 226.151 square miles. The Southern Arizona City of Tucson, which is located in Pima County, has and will continue to experience tremendous growth. In fact, Tucson grew 20 percent in population and 24 percent in area from 1990 to 2000. Only six cities larger than Tucson grew at a more rapid rate from

2000 to 2002. The Tucson Metropolitan Area, which includes populated areas of Pima County surrounding Tucson was 58th largest in 2000, and only ten larger metropolitan areas grew faster. City planners predict that much of the growth over the next twenty years will be driven by working age people moving into the Tucson area for employment opportunities.

Like many fast growing cities, Tucson's residents are transient in nature. The average Tucsonan moves every 3.5 years; nationally, people move every 5.2 years. Over 80 percent of renters have been in their present unit less than 18 months. At the time of Census 2000, over a quarter of Tucson area households had been in their present home for less than fifteen months and only 26 percent of Tucson Metropolitan Area households had been in their present home more than ten years. This trend makes communicating about police department issues on a regular basis imperative. In addition, it must be recognized that crime prevention programs such as Neighborhood Watch become more challenging to establish and sustain over the long term.

While the Tucson area sees an influx of older winter visitors, the median age was 32.8 in 1990 and 35.7 in 2000. The slow rise of the median age is due to the aging of the Baby Boom population, not to any massive influx of seniors. In 1998, median age for the U.S. was 35.2.

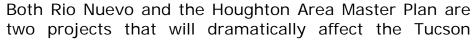
In 2000, Tucson was made up of 61.48 percent White, Non-Hispanics, 29.34 percent Hispanics, 2.85 percent Black/African Americans, 2.59 percent Native Americans, 1.97 percent Asians, 0.11 percent Native Hawaiian or Pacific Islanders, and 1.67 percent of the population were in other categories. Tucson will continue to become more diverse, creating even more needs for cultural sensitivity and awareness training. Recruiting efforts will need to continue to attract a diverse applicant pool and employees who speak languages other than English will be in demand.

Tucson and its surrounding area employ many people in the service industry due to tourism in the area. The November 2004 unemployment rates show Pima County at 3.4 percent and Arizona at 4.5 percent while the United States was at 5.4 percent.

The area's income levels are on the increase as the 2005 projected per capita income is \$26,765, an increase of 3.7 percent over 2004. The Federal Housing and Urban Development Department estimated that the 2002 median family income for a family of four was \$49,200. Annual earnings per worker in 2005 are projected at \$36,646, a 3.3 percent increase over 2004.

In May of 2004, the average sale price for all residential housing types was \$205,076, the first time in Tucson's history that this number has topped \$200,000.

As the affordability of new single family housing has lessened, used housing has acted as a substitute. However, the median price of resale homes is rising more quickly than that of new homes, leading to the possibility that resale home prices could catch up with new home prices soon. Growth in real incomes has not kept pace with housing costs, an issue that is coming to the forefront regionally. Recent and projected building permits indicate the primary type of residential housing being constructed within the city limits is for multi-family dwellings. This type of infill, particularly, large apartment complexes will continue to place increasing demands for services on the police department.





Police Department over the next several years. Rio Nuevo is a comprehensive revitalization program for downtown Tucson that will include new attractions, shopping, restaurants, office space, and housing. The Houghton Area Master Plan intends to annex and develop a large area to the southeast of Tucson. City planners estimate that this area could be the size of the city of Flagstaff, Arizona in thirty years by adding approximately 70,000 more people to the area.

Calls for service continue to increase at an average of 3.4 percent per year. This has been the average annual rate of growth since 1997. While the department has recently made great strides in hiring, these efforts will need to continue to keep up with the increasing demand for services. Also, support staff needs will continue to increase as, for example, more Crime Lab services are called for and more incoming evidence needs processing as more officers are hired.

Demographic information provided by the City of Tucson Planning Department's Tucson Update 2005, January Issue.

### THE ORGANIZATION

The Tucson Police Department proudly serves the City of Tucson, in southwest Arizona, with a population of approximately 528,106. The department strives for excellence and has received national and international awards for various initiatives. Information based policing guides the department's actions while an emphasis on partnerships and serving the community serve as the foundation for our operations. The organization possesses strong values that direct how work is accomplished. The Tucson Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

### **Department Mission**

Serve the public by furthering the partnership with our community to protect life and property, prevent crime, and resolve problems.

#### **Values**

The members of the Tucson Police Department strive to support and live the values of the department. These values are:

Leadership Service Orientation

Integrity Excellence
Fairness Teamwork

Personal Responsibility

"We will fight for the ideal and sacred things of the city, both alone and with many ... We will transmit this city, not only not less, but greater and more beautiful than it was transmitted to us."

From the Athenian code, c 500 BC

### STRATEGIC DIRECTIONS & OBJECTIVES

The goal of this plan is to provide a road map for the Tucson Police Department to improve its service to the citizens of Tucson. This five-year plan consists of six strategic directions. Under each direction are objectives that more clearly define the intent of the strategic direction. Each objective will have strategies that will specify how each objective will be met. The number of objectives and strategies will vary depending upon the strategic direction.

The chart below depicts the six strategic directions that will guide the Tucson Police Department over the next five years to improve policing services to the Tucson community.

#### STRATEGIC DIRECTIONS



### **Guiding Principles of this Plan**

All efforts in this plan will be;

- Accomplished with a high degree of professionalism.
- Encompassing of the department's mission and values.
- Considerate and open to potential partnerships to maximize resources, avoid duplication of services, and improve service to the community.
- **Solutions** Evaluated for technological solutions or tools where appropriate.
- Designed and implemented with consideration to best practices.
- Inclusive of all stakeholders and considerate of their input.
- Thoroughly planned and reviewed by stakeholders before implementation.
- Accompanied by an evaluation phase where appropriate.
- Reported on a monthly basis.

### **DEFINITIONS**

#### **Mission**

Is a statement of the general purpose of the organization.

#### **Strategic Directions**

Are derived from the Department's Mission and Strategic Planning input process.

#### **Objectives**

Are derived from and support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.

#### **Strategies**

Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects and are designed to produce measurable results.



The below legend shows how a specific strategy is funded. For example, a strategy that can be accomplished using existing resources and equipment would be coded with an OF for Operating Funds. This means that the initiative will be completed by means defined in our annual Operating & Maintenance (O&M) Budget.

YEAR = Work on the strategy will begin FY 07 in fiscal year 2006-2007.

### STRATEGIC DIRECTIONS LEGEND

**Strategy Funding Status** 

UF = Unfunded

**O&M** = Operating Funds

**CIP=** Capital Improvement Project

GF = Grant Funds

**OR** = Other Resources

**BF** = Bond Funds

# REDUCE, SOLVE & PREVENT CRIME

### Objective 1.1 <u>Establish Effective Enforcement Initiatives</u>

-	<u> </u>		Funding	
<u> </u>	<u>Strategies</u>	<u>Year</u>	_	<u>Assigned</u>
1.1.1.	Evaluate the patrol response to in-progress robberies to account for changes in appearance or mode of escape.	FY06	O&M	Rodriguez
1.1.2.	Research and implement strategies to rapidly respond to and mitigate unruly gatherings before they become violent in an effort to reduce aggravated assaults and other violent crimes.	FY05	O&M	Shoun
1.1.3.	Evaluate the department's tactical response to assemblies and protests for future policy consideration.	FY06	O&M	Shoun
1.1.4.	Establish a unit dedicated solely to methamphetamine enforcement and investigations.	FY05	UF	Neri
1.1.5.	Expand the Street Narcotics Squad to provide for one squad per patrol division and procure new surveillance and recording equipment.	FY06	UF	Neri
1.1.6.	Implement a plan to reduce crime in and around the Ronstadt Transit Center by 25 percent in one year.	FY05	O&M	Kelly Lane
1.1.7.	Initiate a process, such as new investigative methods, that enlists the assistance of the Pima County Attorney's Office to improve the issuing process for property crimes and track the effect of any process changes. Measures should focus on process improvement rather than added CAO staff hours.	FY05	O&M	Rozema
1.1.8.	Place a focus on property crimes by targeting and tracking incidents of auto theft, burglary, and car larcenies as citizens and ensure these priorities are reflected in department decisions regarding resource and equipment allocation.	FY05	O&M	Rozema
1.1.9.	Modernize the Pawn Detail by enabling the electronic transmission of pawn information.	FY06	UF	Rozema
1.1.10.	Make Department of Motor Vehicle photos available in patrol cars updated on a weekly basis.	FY05	UF	Wysocki
1.1.11.	Research and implement methods to reduce violent crimes.	FY05	O&M	Mayhew

# Objective 1.2 **Enhance Investigative Initiatives**

-	<u> </u>		Funding	1
<u> </u>	<u>Strategies</u>	<u>Year</u>		<u>Assigned</u>
1.2.1.	Coordinate a process with all local area law enforcement agencies to input property information into the COPLINK Property Module to accomplish interagency searches.	FY06	O&M	Wysocki/ Rozema
1.2.2.	Conduct a study to establish a Computer Forensics Unit to meet existing and future needs.	FY06	O&M	Shankles/ Loken
1.2.3.	Participate in a multi-agency effort, to include federal agencies to increase intelligence gathering, investigate and prosecute crimes involving human smugglers to address related kidnappings and aggravated assaults. This includes formalizing an agreement with Immigrations & Customs.	FY06	UF	Neri
1.2.4.	Implement a plan to expand the hours of coverage for the Night Detective Squad.	FY07	UF	Mayhew
1.2.5.	Prepare a report to create and implement a Cold Case Squad to investigate existing violent cold crime cases.	FY06	UF	Mayhew
1.2.6.	Develop a protocol for Crime Scene Unit personnel to process major crime scenes in lieu of detectives.	FY06	UF	Neeley
1.2.7.	Expand the prohibited possessor prosecution program.	FY06	O&M	Stama
1.2.8.	Research and develop new strategies to combat the gang problem that include increasing intelligence gathering and dissemination capabilities, investigating gangs as criminal enterprises, aggressive prosecution of weapons violations and protection of witnesses from retaliatory violence.	FY06	O&M	Mayhew
1.2.9.	Analyze aggravated assault cases related to drug activity to identify factors such as locations, persons, and or events to aid in proactive reduction and intervention methods.	FY06	O&M	Mayhew
1.2.10.	Research and prepare a report detailing what is necessary for the Crime Laboratory to include the capability of testing for date rape drugs such as rohypnol and GHB.	FY06	UF	Huntzinger
1.2.11.	Establish a Drug Endangered Children (DEC) Multidisciplinary Team to include protocols and training modules to ensure that the needs of child victims in Methamphetamine cases are met and that adequate information is available to prosecute drug and child abuse cases.	FY05	UF	Neri
1.2.12.	Explore legal and logistical options to charge pregnant, drug abusing mothers for child abuse under current statute or pursue the adoption of new legislation.	FY06	O&M	Neri

1.2.13.	Research and procure crime analysis software for use by Crime Analysts to enhance the quality of analysis.	FY06	UF	Neri
1.2.14.	Establish a plan for mobile fingerprinting through the Metamorpho program.	FY06	UF	Neeley
1.2.15.	Address juvenile justice issues regarding disproportionate minority contact in the local criminal justice system.	FY05	O&M	Mayhew
1.2.16.	Integrate more technology into the investigative process by restructuring job duties to better use and take advantage of existing technology.	FY06	O&M	Wysocki
1.2.17.	Complete a report to establish full service toxicology capabilities to include staffing, space, and implementation costs.	FY06	O&M	Shankles
1.2.18.	Implement all-blood DUI testing.	FY06	UF	Shankles
	Plan for and purchase state of the art instrumentation for explosives and explosive residues analysis.	FY06	UF	Shankles
1.2.20.	Establish and implement a plan to contribute to the department's violent crime reduction efforts through the proactive education and enforcement efforts in liquor investigations.	FY06	O&M	Nuñez
1.2.21.	Expand the vice unit to a full squad to increase the potential of having a proactive role in investigating liquor law compliance.	FY06	UF	Nuñez
1.2.22.	Establish a plan to expand the video/digital capabilities of the Robbery Surveillance Unit.	FY06	O&M	Neeley
1.2.23.	Enhance forfeiture efforts to have a greater impact on drug, fraud, theft, and other racketeering crime enforcement.	FY06	O&M	Neri
1.2.24.	Prepare a report, outlining the needs and issues associated with procuring and installing electronic surveillance video systems at the Ronstadt Transit Center.	FY06	UF	Kelly Lane
1.2.25.	Establish a plan to create an Organized Crime and Intelligence Division.	FY08	UF	Neri

### Objective 1.3

### Enhance Major Incident Preparedness & Response Strategies Funding

		i dildiig		
<u> </u>	<u>Strategies</u>	<u>Year</u>	Status	<u>Assigned</u>
1.3.1.	Conduct regular forensic drills to manage evidence collection during large-scale disasters and tampering			
	incidents.	FY05	O&M	Huntzinger
1.3.2.	Include the Crime Scene Unit in appropriate MAP drills.	FY05	O&M	Levy

1.3.3.	Establish and implement protocols with other government entities that improve and promote the sharing of terrorism threat intelligence information amongst one another.	FY05	O&M	Neri
1.3.4.	Conduct regular lockdown and evacuation drills with training scenarios at assigned schools to ensure operational readiness of school staff to respond to threats.	FY05	O&M	Hovden
1.3.5.	Develop a Major Incident Operations Manual for charter and private schools who wish to adopt a unified approach to such incidents.	FY05	O&M	Hovden
1.3.6.	Participate in updating the City of Tucson Disaster Control Plan to come into compliance with federal guidelines.	FY06	O&M	Shoun
1.3.7.	Conduct a regular series of drills with city department heads to prepare for a major incident.	FY06	O&M	Shoun
1.3.8.	Coordinate and participate in in-depth site security assessments on identified targets to include vulnerability mitigation.	FY06	O&M	Levy
1.3.9.	Participate in the regional radio system project to ensure interoperable communications between police and fire agencies.	FY05	OR	Washington
1.3.10.	Lobby at the county, state, and federal levels to ensure the continuance of Homeland Security funding.	FY05	O&M	Allen
1.3.11.	Continue participation to complete the regional metropolitan data link network and test its use for coordinating actions between city departments and the County-City Emergency Operations Center.	FY06	O&M	Levy
1.3.12.	Prepare a disaster recovery plan specific to department computer systems.	FY06	O&M	Wysocki
1.3.13.	Prepare a disaster plan specific to department communication systems and regularly drill for a major incident.	FY05	O&M	Washington
1.3.14.	Establish procedures and drills for using the back-up communications center.	FY05	O&M	Washington

### **Objective 1.4**

### **Develop Effective Crime Prevention & Education Strategies**

<u>Strategies</u>	<u>Year</u>	Status Assigned
1.4.1. Work with financial institutions to analyze data and develop a protocol to address and reduce the number of bank robberies involving note passing. Approximately 75 percent of bank robberies are accomplished using note passing.	FY06	O&M Mayhew

1.4.2.	Establish a community-wide education and intervention program to increase the awareness and decrease the tolerance of gang-related violence.	FY06	O&M	Hovden
1.4.3.	Educate middle and high school age students on the dangers of date rape drugs and the consequences of their use.	FY06	O&M	Hovden
1.4.4.	Formalize and present a program for the community and those working in the elder caregiver community that educates, informs, encourages reporting, and prevents elder abuse.	FY06	O&M	Stama
1.4.5.	Establish local ordinances and state legislation to regulate the display and sale of precursor drugs needed to manufacture methamphetamine.	FY05	O&M	Neri
1.4.6.	Research best practices for establishing a formal crime prevention program within the department that includes measuring for effectiveness and ensures that crime prevention efforts remain a priority for all patrol officers.	FY05	O&M	Hovden
1.4.7.	Expand the GREAT Family Program by working with community organizations such as the Boys & Girls Club and Juvenile Court to bring skills involving increased communication, goal setting, and conflict resolution to at			
1.4.8.	risk families. Establish a community-wide education and engagement program to combat methamphetamine addiction and	FY05	O&M	Hovden
	related crime.	FY05	GF	Neri

# IMPROVE QUALITY OF LIFE ISSUES

# Objective 2.1 <u>Establish Protocols to Address Quality of Life Issues</u> Funding

			Funding	J
	<u>Strategies</u>	<u>Year</u>	Status	<u>Assigned</u>
2.1.1.	Collaborate with community members to determine how a partnership could be established to address quality of life issues by establishing a protocol that can be used by other			
	Patrol Divisions.	FY06	O&M	1-Slyter
				2-Marquis
				3-Webster
				4-Thompson
				5-McDole
2.1.2.	Enhance efforts to address the ongoing problem of junk			
	cars in neighborhoods in each Operations Division.	FY06	O&M	1-Stiso
				2-Souter
				3-Gross
				4-Anemone
				5-Reza
2.1.3.	Develop a program to combat graffiti within neighborhoods			
	and reduce the crimes associated with it in each Operations Division.	FY06	O&M	1-Stiso
				2-Lara
				3-Gross
				4-Ryberg
				5-Reza
2.1.4.	Enhance efforts to address street prostitution in each			
	Operations Division.	FY06	O&M	1-Tarrant
				2-Kidd
				3-Garigan
				4-Richards
				5-McNally

# Objective 2.2 <u>Develop Relationships with the Community to Engage in Joint Problem-Solving Activities</u>

	Troblem Golving Atotivities		Funding	
	<u>Strategies</u>	<u>Year</u>	Status	<u>Assigned</u>
2.2.1.	Collaborate with merchants and financial institutions to implement video equipment and video enhancement capabilities to improve the quality of videos to prevent robberies and apprehend criminals.	FY06	O&M	Mayhew
2.2.2.	Educate the community through an established online Community Awareness Program on how to identify and report suspicious drug activities.	FY06	O&M	Schlitz
2.2.3.	Develop community partnerships with local organizations involved in drug issues to develop methodologies to address the impact of drugs within the community.	FY06	O&M	Schlitz
2.2.4.	Coordinate with City Development Services to use Safe by Design principles in designing new neighborhoods and in modifying existing neighborhoods to optimize traffic safety.	FY06	O&M	Bay/ Hovden
2.2.5.	Enter into cooperative relationships with private sector entities, to implement streaming video technology to allow approaching police vehicles to view real-time pictures of building interiors.	FY07	UF	Mr. Wysocki
2.2.6.	Enter into cooperative relationships with volunteers in the private sector to share high bandwidth mobile data networks, allowing authorized users in police vehicles to access the department's encrypted networks.	FY06	UF	Mr. Wysocki

# PROVIDE EXCELLENT SERVICE

### **Objective 3.1**

### Emphasize the Department's Commitment to Customer Service to Employees

_	<del></del>	Funding		
<u>Strategies</u>		<u>Year</u>	Status	<u>Assigned</u>
3.1.1.	Establish a training program for all employees on customer service.	FY06	O&M	Napier
3.1.2.	Implement a program to reduce rudeness complaints.	FY06	O&M	Napier
3.1.3.	Include a class at the basic police academy with interpersonal and social etiquette training on how to be polite to citizens.	FY06	O&M	Napier

### **Objective 3.2**

### Emphasize the Department's Commitment to Customer Service to the Community

3	<u>Strategies</u>	<u>Year</u>	Status	<u>Assigned</u>
3.2.1.	Develop and implement a communications plan addressing the department's approach to improved customer service to include in-depth analysis reporting.	FY06	O&M	Johnson

### **Objective 3.3**

### Increased and Improved Services to the Community Funding

<u> </u>	<u>Strategies</u>	<u>Year</u>	Status	<u>Assigned</u>
3.3.1.	Establish an on-line Drug Watch Reporting System for community members to report suspicious drug activity.	FY05	O&M	Wysocki/ Neri
3.3.2.	Evaluate and find alternative responses for calls for service that do not require a police response in order to improve response times for calls that do require police presence.	FY06	O&M	Washington
3.3.3.	Establish procedures to clear unnecessary personnel from scenes and unneeded doubling up on response to calls.	FY05	O&M	Rizzi/ Wilson

**Funding** 

3.3.4.	Research and implement a plan that improves service for people that do not speak English in order to comply with the U.S. Department of Justice grant requirements.	FY05	O&M	Napier/ Moreno
3.3.5.	Evaluate alternative responses and reporting methods for minor traffic collisions.	FY06	O&M	Bay/ Spencer
3.3.6.	Maintain and implement a Strategic Staffing Plan.	FY05	O&M	Loken
3.3.7.	Prepare a report evaluating current investigative service delivery offering recommendations for improvement.	FY06	O&M	Loken
3.3.8.	Establish an intern program with Pima College and the University of Arizona.	FY05	O&M	Loken
3.3.9.	Establish policy and operational protocols with co-locators and researching technology-sharing capabilities in preparation for the Child Sexual Assault and the Dependent Child Details to move into a new shared facility, the Children's Advocacy Center.	FY07	UF	Mayhew

# STRENGTHEN COMMUNICATION

### Objective 4.1 Improve the Department's Image

5	<u>Strategies</u>	Year	Funding Status	<u>Assigned</u>
4.1.1.	Research combining the Public Information office with some functions of the Community Relations Unit to provide more comprehensive information to the public.	FY05	O&M	Loken
4.1.2.	Prepare a plan to actively disseminate positive information about the department to include procedures to ensure efforts remain ongoing.	FY06	O&M	Napier
4.1.3.	Prepare a report to implement regular community education efforts about available police services.	FY05	O&M	Fuller
4.1.4.	Prepare a report with procedures that establishes and implements a media member ride-along program.	FY06	O&M	Valdez
4.1.5.	Establish a department committee to oversee the TPD website content.	FY06	O&M	Allen

### Objective 4.2

### **Enhance Internal Communication**

9	Strategies	<u>Year</u>	Funding Status	Assigned
4.2.1.	Conduct a study of all employees to determine what types of departmental information are important and determine the appropriate methods to provide such information.	FY06	O&M	Napier
4.2.2.	Consolidate relevant information from other locations onto the department Intranet to reduce the number of places important departmental information is displayed.	FY06	O&M	Napier
4.2.3.	Establish a detailed plan to formalize how intelligence data is collected, analyzed, and communicated with policies, protocols and standards. Plan should provide the means to provide useful, relevant, and timely strategic and tactical intelligence reports for department use.	FY06	O&M	Nuñez
4.2.4.	Establish a joint planning process between the Street Narcotics Section and Field Patrol.	FY05	NA	Neri

4.2.5.	Create an automated electronic case follow up report that advises the case officer of the status or outcome of the cases assigned to investigative units.	FY07	UF	Wysocki/ Bentley
4.2.6.	Establish written guidelines for the practical application of public information release laws for employees.	FY06	O&M	Johnson
4.2.7.	Establish a formal lieutenant orientation process.	FY06	O&M	Napier

# Objective 4.3 Improve External Communication

9	<u>Strategies</u>	<u>Year</u>	Status	Assigned
4.3.1.	Research and implement methods to improve information sharing with other law enforcement entities.	FY06	O&M	Mayhew
4.3.2.	Annually develop a listing of local, state, and Federal issues for communicating needs and priorities.	FY06	O&M	Loken
4.3.3.	Establish and implement a plan to develop a shared vision of police services with the community.	FY06	O&M	Napier
4.3.4.	Research the possibility of establishing a web-based case tracking system that allows citizens to see where their cases are in the system.	FY06	UF	Stama
4.3.5.	Maintain active participation with the Department of Neighborhood Resources and the city's Geo-based service delivery system.	FY06	O&M	Kidd
4.3.6.	Host quarterly or semi-annual town hall meetings with the community.	FY06	O&M	Leavitt/ Loken
4.3.7.	Establish a TPD liaison that special interest groups could contact to voice concerns.	FY06	O&M	Napier
4.3.8.	Publish and distribute a pamphlet, similar to the city guide, containing all types of law enforcement information including how to use the department's phone system.	FY06	UF	Johnson
4.3.9.	Establish an annual plan detailing the use of 791-COPS.	FY06	O&M	Hovden
4.3.10.	Create the web-based infrastructure necessary to receive more information from the public.	FY06	UF	Wysocki
4.3.11.	Create the data infrastructure necessary to send information out to the Tucson community.	FY06	UF	Wysocki
4.3.12.	Create and implement an external communications marketing plan that seeks to better inform the community about existing online services (online reporting, accident report retrieval, etc.)	FY06	O&M	Mulleneaux
	100011101111111111111111111111111111111		Caivi	manorioaax

Funding

4.3.13. Establish department accepted responses to questions about certain crime types and department issues to establish consistent and correct answers.

FY06 O&M Leavitt/

Loken

4.3.14. Research and implement methods to improve information sharing between the Investigative Services Bureau and the Pima County Attorney's Office.

FY05 O&M Mayhew

# ACHIEVE ORGANIZATIONAL EXCELLENCE

### Objective 5.1 <u>Develop Employees</u>

	Strategies	<u>Year</u>	Funding Status	Assigned
5.1.1.	Establish a command college in cooperation with the University of Arizona.	FY05	UF	Harper
5.1.2.	Establish IAPE property management training and Certification requirements for Evidence Section employees.	FY06	UF	McKay-Hills
5.1.3.	Professionalize the job classification of Crime Analyst in order to perform advanced statistical analysis to better detect crime and criminal trends. Also, distinguish between detective and crime analyst duties.	FY05	O&M	Gillooly/ Neri
5.1.4.	Establish a program for new commanders and section heads that provides clear expectations of the role along with an overview of budget, procurement, project management, grants, and other related tasks.	FY06	O&M	Leavitt
5.1.5.	Establish a non-sworn professional Training Coordinator position to bring in quality training programs, coordinate region-wide cost recovery training, and seek out training grants.	FY07	UF	Harper
5.1.6.	Evaluate the establishment of a detective career path.	FY06	O&M	Kelly Lane
5.1.7.	Include community policing and problem solving as components in employee performance evaluations.	FY06	O&M	Garigan
5.1.8.	Assign probationary officers to work with the Night Detective Squad for a week to enhance investigative skills as part of the FTO program.	FY06	O&M	OB1/2
5.1.9.	Consider establishing an 18-month investigative assignment in Neighborhood Crimes as a development opportunity for patrol officers.	FY06	UF	Rau/ Mayhew

# Objective 5.2 **Enhance Training**

-	<u> </u>		F. mdina	
<u> </u>	<u>Strategies</u>	<u>Year</u>	Funding Status	Assigned
5.2.1.	Add an evidence collection, packaging, and retention training component to AOT.	FY06	O&M	McKay-Hills
5.2.2.	Develop a training program on human smuggling identification and intervention techniques.	FY06	O&M	Neri
5.2.3.	Provide training in specific types of investigations for the Night Detective Squad so they are cross-trained to handle a majority of calls.	FY06	O&M	Mayhew
5.2.4.	Provide initial and reoccurring training to all commissioned personnel on drug identification, trends, and interdiction methods.	FY05	O&M	Schlitz
5.2.5.	Develop a program to educate officers on how to interact with individuals under the influence of methamphetamine.	FY06	O&M	Neri
5.2.6.	Develop and conduct monthly training sessions with all School Resource Officers on issues such as school terrorism, bullying, child abuse reporting laws, and new drugs on campus.	FY06	O&M	Hovden
5.2.7.	Conduct quarterly training sessions with all School Resource Officers in the Prisoner Control Unit to ensure operational readiness.	FY06	O&M	Hovden/ Levy
5.2.8.	Provide supervisory and resource management training to sergeants.	FY06	O&M	Harper
5.2.9.	Establish and maintain a consistent funding source for training.	FY06	UF	Tilden
5.2.10.	Develop a training committee to address continuing training for investigative personnel.	FY06	O&M	Mayhew
5.2.11.	Develop a separate AOT training track specific to detectives.	FY06	UF	Harper
5.2.12.	Develop and implement a training program on problem solving techniques for all first line supervisors.	FY06	O&M	Harper
5.2.13.	Provide supervisory and planning-skills training for all supervisors.	FY06	O&M	Harper
5.2.14.	Develop a training program that provides operational familiarity with the use of Level C personal protective equipment.	FY06	O&M	Levy
5.2.15.	Ensure all supervisory personnel are trained in the National Incident Management System.	FY06	O&M	Levy

5.	2.16.	Develop a basic familiarization course on terrorism and weapons of mass destruction that can be presented in hourly blocks via the Intranet to reduce the impact on staffing schedules.	FY06	O&M	Levy
5.	2.17.	Provide decision-making and problem-solving training to all employees to create an environment where employees know that a mistake which is the result of risk taking that is consistent with the department values will be viewed as an "honest mistake" versus incompetence.	FY07	O&M	Harper
5.	2.18.	Provide formal training to LPOs and sector officers in ways to address groups of citizens at neighborhood meetings.	FY06	O&M	Harper
5.	2.19.	Provide training opportunities linked to college credit hours.	FY07	O&M	Harper
5.	2.20.	Identify and establish formalized cross training programs for all mission critical positions in the Data Services			
		Section.	FY06	M&O	Wysocki
5.	2.21.	Regularly conduct Incident Command training.	FY06	O&M	Shoun
5.	2.22.	Research and train with established leadership models.	FY06	O&M	Harper
5.	2.23.	Ensure that all sworn personnel are familiar with all weapons used department-wide.	FY06	O&M	McCarthy
5.	2.24.	Determine training needs and provide regular training for IT personnel.	FY06	O&M	Wysocki
5.	2.25.	Establish a program to train patrol officers to preliminarily test and collect potential DNA samples involving property crimes.	FY06	UF	Shankles
5.	2.26.	Establish Crime Scene Unit training plan and corresponding budget.	FY06	O&M	Neeley
5.	2.27.	Upgrade hardware and software systems currently being used at the Public Safety Academy to include RF and wireless solutions to facilitate "Smart" or "Virtual" educational methods for classroom instruction and			
		proficiency verification systems.	FY06	UF	Wysocki
5.	2.28.	Upgrade hardware and software systems that will enhance firearms and drivers training for police officers.	FY06	UF	Wysocki

# Objective 5.3 <u>Create a Quality Work Environment</u>

<u>Create a Quanty Work Environment</u> Funding				
<u> </u>	<u>Strategies</u>	<u>Year</u>	_	<u>Assigned</u>
5.3.1.	Establish a comprehensive departmental employee safety program to include evaluating the addition of a risk management specialist position for program implementation.	FY07	O&M	Gillooly
5.3.2.	Define the policing approach the department supports and instill the approach in all employees by incorporating essential elements in evaluations and training.	FY07	O&M	Gillooly
5.3.3.	Install GPS and AVL technologies in all cars and/or in all radios.	FY06	GF&UF	Wysocki
5.3.4.	Establish a staffing formula for detectives and for all department support positions.	FY07	O&M	Loken
5.3.5.	Add the components of having established and recognized leadership skills and abilities to supervisor and commander selection processes.	FY06	O&M	Gillooly
5.3.6.	Develop career ladders for non-sworn personnel where they exist and clarify to those who have maximized their career opportunities within the department that such is the case and provide them with information necessary to develop new skills so that they can move into a different path.	FY06	O&M	Gillooly
5.3.7.	Establish a career development plan through the Integrated Learning Program.	FY06	O&M	Harper
5.3.8.	Address salary levels for technical non-sworn personnel so they are more competitive.	FY06	O&M	Gillooly
5.3.9.	Conduct a review of the Communications Division to address staffing, morale, and operational issues.	FY06	O&M	Loken
5.3.10.	Formalize a process to ensure that all IT projects are completed with input from appropriate users from the onset of the project.	FY06	O&M	Wysocki
5.3.11.	Create AFRS user groups that meet regularly.	FY06	O&M	Wysocki
	Form a permanent relationship between sworn personnel and civilian technologists in the information technology area.	FY06	O&M	Wysocki
5.3.13.	Create a steering committee, composed of commanders, officers and civilian employees to prioritize major IT projects.	FY06	O&M	Wysocki
5.3.14.	Work with Department of Defense contractors to become a demonstration and development partner for civilian applications of military technology, especially with respect to mobile computing technology.	FY07	UF	Wysocki
Tucson	Police Department Strategic Plan 2005-2010			27

## Objective 5.4 <u>Create and Maintain Operational Efficiencies</u>

<u> </u>	<u>Strategies</u>	<u>Year</u>	Funding Status	Assigned
5.4.1.	Establish program evaluation systems.	FY07	O&M	Loken
5.4.2.	Restructure the impound lot to fall under the Evidence Section in order to centralize the control and storage of all seized property.	FY07	O&M	McKay-Hills
5.4.3.	Establish a new procedure for storing DNA samples at room temperature to comply with DNA storage mandates.	FY06	O&M	Shankles
5.4.4.	Complete the implementation of the Automated Evidence Tracking System for total paperless tracking.	FY05	OR	McKay-Hills
5.4.5.	Establish a new procedure to retain only the hard drive from seized computer equipment in order to reduce the amount of storage space needed.	FY06	O&M	Shankles
5.4.6.	Create an Electronic Release Notification process for use by detectives and the Court System to streamline the release of property.	FY06	O&M	Leavitt
5.4.7.	Purchase and implement a Laboratory Information Management System (LIMS) that integrates with existing department automated systems.	FY07	UF	Huntzinger
5.4.8.	Reduce the backlog of property and evidence cases to five years old or less.	FY05	O&M	McKay-Hills
5.4.9.	Analyze divisions to determine where clerical or administrative support personnel are needed in order to free time spent by higher paid personnel performing these tasks.	FY06	O&M	Gillooly
5.4.10.	Conduct a study of the Grants Office to seek out efficiencies			J
F 4 4 4	and process improvement.	FY07	O&M	Loken
5.4.11.	Establish a program to monitor and increase the use of CopLink by detectives.	FY05	O&M	Mayhew
5.4.12.	Establish a project for electronic ticketing within the Traffic Section to include a plan to expand the system department-wide.	FY05	GF&OR	Stoner
5.4.13.	Perform a cost benefit analysis to provide a portable Air Support Unit reception station for the Force Commander.	FY06	UF	Middleton
5.4.14.	Explore alternative testing options or accept other state testing so that potential recruits and laterals are not lost.	FY06	O&M	Gillooly

5.4.15.	Regularly evaluate and update annexation methodology for police services.	FY06	O&M	Kidd
5.4.16.	Evaluate and establish a methodology on how infill impacts police services.	FY06	O&M	Kidd
5.4.17.	Expand the volunteer program to increase the number of volunteers and by evaluating using their services for additional functions.	FY06	O&M	Gillooly
5.4.18.	Review and centralize current agreements with outside agencies and research opportunities to share resources with other agencies to include join operations, IGA's, and technology uses.	FY06	O&M	Shoun
5.4.19.	Conduct a comprehensive evaluation of the department's strategy of overtime usage.	FY	O&M	Stoner
5.4.20.	Develop a plan to implement digital photography at crime scenes and for other department purposes.	FY06	O&M	Neeley
5.4.21.	Develop a computerized sector book system and briefing book system with detailed information about each sector along with a method for regularly updating the information.	FY06	O&M	Gross
5.4.22.	Establish a plan to reduce the records backlog associated with processing and distributing case reports and other case-related documentation.	FY06	O&M	Jung
5.4.23.	Develop and implement a uniform patrol deployment system.	FY06	O&M	Tarrant
5.4.24.	Evaluate existing policies while balancing the interest in safety of the public with department's interests in arresting criminals. This includes educating employees about these policies.	FY06	O&M	Tarrant
5.4.25.	Evaluate the Crime Laboratory for space and equipment needs with respect to maximizing productivity, adding new services, improving workflow, and to accommodate future			
	growth.	FY06	O&M	Shankles/ Loken
5.4.26.	Create efficiencies and establish standards to provide improved information technology services to employees.	FY07	O&M	Wysocki
5.4.27.	Provide staffing to support the technology needs of an expanding city and its police department, specifically focusing upon providing redundant support to positions overseeing mission critical systems.	FY06	UF	Wysocki
5.4.28.	Ensure sufficient staffing to reprogram RMS to reclassify existing crimes and ensure the database will accommodate the new NIBRS crime reporting standards.	FY06	UF	Wysocki
5.4.29.	Complete the installation of the Automated Field Reporting System (AFRS).	FY05	O&M	Wysocki

5.4.30.	Continue to enhance the AFRS functionality as described in a written report.	FY06	UF	Wysocki
5.4.31.	Continue to enhance the TPD-developed CAD system's graphical user interface screen.	FY06	UF	Wysocki
5.4.32.	Extend the high speed wireless data network.	FY06	GF	Wysocki
5.4.33.	Establish a common digital platform for all TPD information.	FY06	UF	Wysocki
5.4.34.	Establish a mobile traffic citation system with the City Courts.	FY05	GF&UF	Wysocki/ Bay
5.4.35.	Interconnect TPD and TFD CAD systems with AVL extensions.	FY08	GF	Wysocki
5.4.36.	Improve the computer network by increasing its transaction throughput capacity.	FY06	O&M	Wysocki
5.4.37.	Integrate department analytical files.	FY09	UF	Wysocki
5.4.38.	Obtain funding and purchase 9 Intoxilyzer 8000s to replace existing Intoxilyzer 5000s.	FY05	UF	Shankles
5.4.39.	Pursue digitizing all recorded investigative statements.	FY06	UF	Mayhew
5.4.40.	Evaluate outsourcing of transcription services on a permanent basis.	FY05	UF	Mayhew
5.4.41.	Evaluate the effectiveness of the departments' participation in task forces.	FY05	UF	Mayhew
5.4.42.	Investigate alternatives to short-term and long-term holding of arrestees.	FY05	O&M	Tarrant
5.4.43.	Prepare a written plan to utilize the Cite & Release facility at the Midtown Substation.	FY 06	O&M	Neeley
5.4.44.	Prepare a report to establish a False Alarm Unit.	FY06	O&M	Loken/ Howell
5.4.45.	Automate employee leave use processes.	FY06	O&M	Wysocki
5.4.46.	Establish a handheld traffic citation device in coordination with City Court.	FY05	OR	Bay

# Objective 5.5 <u>Establish Processes & Systems for Accountability & Compliance</u>

		Funding		
3	<u>Strategies</u>	<u>Year</u>	Status	<u>Assigned</u>
5.5.1.	Restructure the Forensic Division to comply with Crime			
	Laboratory accreditation standards and practices for			
	increased funding opportunities.	FY06	O&M	Huntzinger

5.5.2.	Create and implement a system that holds commanders and section heads responsible for completing a variety of tasks with the results used for evaluation and promotion purposes.	FY06	O&M	Johnson
5.5.3.	Annually review the effectiveness of the department's Early Intervention Program to include its ability to capture relevant information from other sources.	FY06	O&M	McShea
5.5.4.	Finalize planning and implement bias-based policing software.	FY06	OR	Loken
5.5.5.	Finalize system design to add a management oversight tool to CopLink. Ensure the system integrates with existing early warning software.	FY06	OR	Loken
5.5.6.	Annually review implementation of the discipline matrix.	FY06	O&M	Dep. Chief
5.5.7.	Encrypt all TPD transactions throughout its electronic network.	FY06	GF	Wysocki
5.5.8.	Implement a network intrusion detection system across all TPD systems.	FY06	UF	Wysocki
5.5.9.	Complete all data center hardening activities.	FY09	UF	Wysocki
5.5.10.	Conduct a review of department less-lethal and non-lethal force for future policy development.	FY06	O&M	Johnson
5.5.11.	Pursue CALEA accreditation for the Southern Arizona Law Enforcement Training Center.	FY05	O&M	Harper
5.5.12.	Pursue department CALEA re-accreditation for on-site assessment in 2007.	FY05	O&M	Carrillo
5.5.13.	Examine the possibility of CALEA Accreditation for the Communications Division.	FY06	UF	Washington
5.5.14.	Research and evaluate the feasibility/desirability of having In-Car Camera Systems in all patrol cars.	FY06	UF	Stoner

# Objective 5.6 Analyze and Implement Cost Saving Programs and Practices Funding

		ranang		
<u> </u>	<u>Strategies</u>	<u>Year</u>	Status	Assigned
5.6.1.	Perform a cost-benefit analysis on reinstituting several comparative analysis disciplines within the Crime Lab.	FY06	O&M	Shankles
5.6.2.	Work with all AZAFIS agencies to upgrade the fingerprint system to the next generation (MetaMorpho) to allow for immediate identification and online booking of subjects.	FY06	UF	Neeley

5.6.3.	Research the possibility of a department cellular telephone system similar to that of the Pima County Sheriff's Department. Consider two-way conversation options for a back-up should the existing system fail.	FY07	UF	Klein
5.6.4.	Develop and implement an approach that defines true needs with considerations for operational impacts, budget impact, and a cost-benefit analysis prior to implementing a plan, service, or program.	FY07	O&M	Loken
5.6.5.	Annually evaluate and update a budget plan denoting when major expenditures, e.g. replacing RMS, are necessary.	FY06	O&M	Tilden
5.6.6.	Research methods to increase efficiency and reduce costs associated with incarceration and detention such as establishing a jail transport unit.	FY06	O&M	Klein

### **ENHANCE FACILITIES**

### Objective 6.1 Plan and Develop New Facilities

<u> </u>	<u>Strategies</u>	<u>Year</u>	Funding Status	<u>Assigned</u>
6.1.1.	Construct a modern storage warehouse facility with the storage capacity to provide space for all seized evidence over the next thirty years.	FY05	OR	Klein
6.1.2.	Construct a covered or interior bicycle storage yard to limit damage while in storage.	FY06	UF	Klein
6.1.3.	Plan for a new communications center.	FY06	UF	Klein
6.1.4.	Construct a Downtown Division substation.	FY06	UF	Klein
6.1.5.	Construct a Southeast substation.	FY07	UF	Klein
6.1.6.	Establish a citywide substation master plan.	FY07	UF	Klein
6.1.7.	Complete the Team 2 Substation.	FY05	BF	Klein

### Objective 6.2 Reallocate & Enhance Existing Facilities

			Funding	
<u> </u>	<u>Strategies</u>	<u>Year</u>	Status	<u>Assigned</u>
6.2.1.	Establish an Identification Facility.	FY05	UF	Neeley
6.2.2.	Plan for the Child Sexual Assault and the Dependent Child Details to move into a new shared facility, the Children's Advocacy Center, within the next six years.	FY07	UF	Mayhew
6.2.3.	Expand the Crime Laboratory at Police Headquarters.	FY06	UF	Klein
6.2.4.	Expand the Tucson Public Safety Academy.	FY10	UF	Klein
6.2.5.	Complete renovations at existing Traffic Substation.	FY06	UF	Klein
6.2.6.	Determine use of vacant police facilities.	FY06	O&M	Klein
6.2.7.	Complete renovations of Operations Division East (Rincon) Substation.	FY07	OR	Klein
6.2.8.	Complete renovations of Operations Division South (Santa Cruz) substation.	FY07	OR	Klein
6.2.9.	Upgrade the firearms range, to include the addition of a 360° shoot house at the Tucson Public Safety Academy.	FY	OR	Harper/ Klein

6.2.10.	Determine the space needs and configuration of the space for the polygraph function in the Office of Internal Affairs.	FY	UF	Johnson/ Klein
6.2.11.	Determine space needs for the Professional Standards Division.	FY	UF	McShea/ Klein